Clinger Cohen Act (CCA) (Title 40):

An Emerging New Approach to Oversight – Overview and Program Pilot

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Introducing Risk-Based Oversight

- Session Overview
  - ✓Overview of the Risk-Based Oversight Approach to CCA
  - ✓Program Pilot: Army CCA Capability Self-Assessment
  - ✓Q&A

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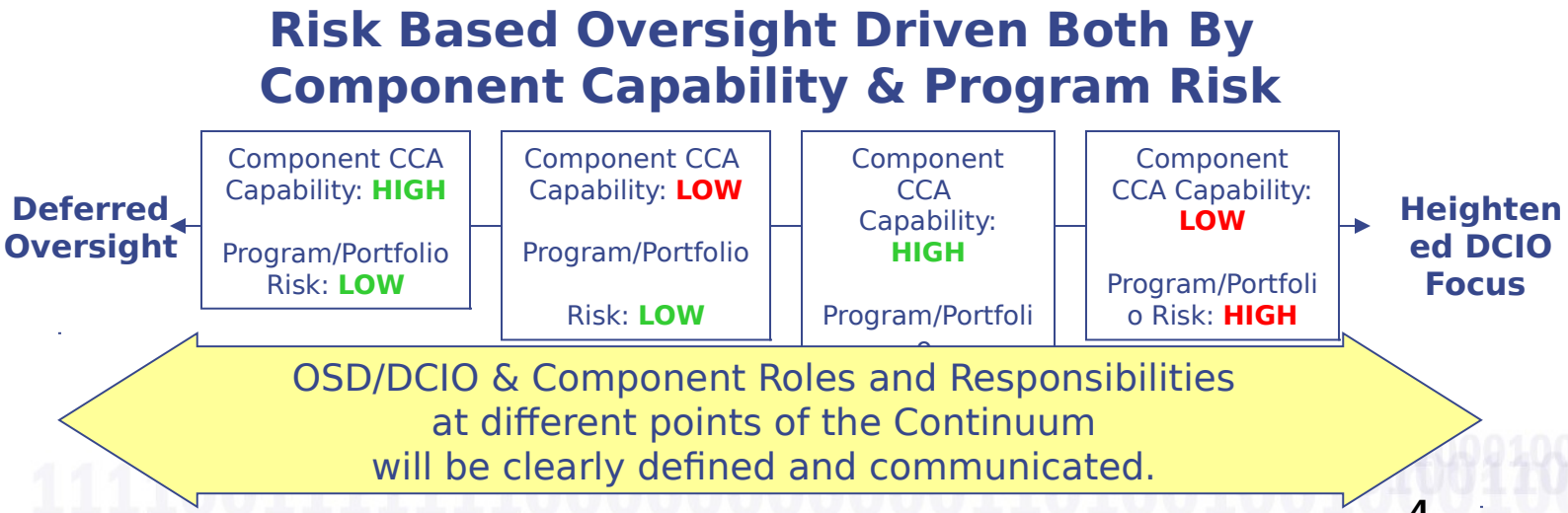
The Need for a New Approach…

- Why change the approach to CCA oversight?
- “Doing more with less” means making strategic decisions about capabilities and programs requiring the most focused attention.
- OSD and the Component CIO’s each bring unique perspectives and areas of expertise to the oversight process.
- Goal: Focus the diverse sources of expertise from different organizations in the areas where they will have the most impact.

Essential Elements of Risk-Based Oversight

- What It Is: Risk-based decision-making approach used to defer CCA compliance oversight from DCIO to the Component CIO.
- Degree of CCA oversight deferral driven by two variables:
  - Component CIO capability with respect to CCA
  - Risk associated with specific programs


Risk Based Oversight Driven Both By Component Capability & Program Risk
Deferred Oversight
Component CCA Capability: HIGH
Program/Portfolio Risk: LOW
Component CCA Capability: LOW
Program/Portfolio
Risk: LOW
Component CCA Capability: HIGH
Program/Portfoli
Component CCA Capability: LOW
Program/Portfoli o Risk: HIGH
Heightened DCIO Focus
OSD/DCIO & Component Roles and Responsibilities at different points of the Continuum will be clearly defined and communicated.

Phase 1: Self-Assessment of CCA Capability

- Component CIO Complete Self-Assessment of CCA Capability

- Four Key Assessment Cornerstones*:
  - Organizational Alignment and Leadership
  - Policies and Processes
  - Human Capital
  - Knowledge and Information Management

- Peer Review Teams, composed of OSD and Component Staff assess capabilities against “best practices.”

- Assess CCA capabilities on a scale of “Sufficient,” “Partially Sufficient,” or “Not Sufficient” - - in respect to CCA elements.

* Source: GAO’s “Framework for Assessing the Acquisition Function at Federal Agencies” September

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Phase 2: Assessing Program Risk

- Program risk factors may include:
  - Classification as Joint/Enterprise Investment
  - Importance to mission/operating environment
  - Interoperability with other programs
  - External Scrutiny
  - Technical Complexity
  - Degree of Change Management required
  - Importance within GIG
- Assess program risks on a scale of “Low,” “Medium,” or “High”
- High risk programs less likely to be deferred; low risk programs more likely to be deferred.

Piloting Risk-Based Oversight: The Army's Experience

- The Army CIO/G-6 volunteered to work with DCIO to assess its CCA capability, using the Self-Assessment tool created by DCIO.

- This process has resulted in an active dialogue between CIO/G-6 and DCIO about the Army's key capability strengths, and areas of desired improvement.

Army CCA Capability Self-Assessment

Demonstrated CCA Capability Strengths	Capability Improvement Areas
▪ **Cornerstone 1 Organizational Alignment and Leadership:** -Army CIO/G-6 500-Day Plan captures strategy – individual roles/ responsibilities mapped to initiatives described in that plan. -CIO is represented within a number of Senior-level Army decision-making bodies.	▪ Identify metrics to measure whether IT investments successfully meet their goals and objectives. ▪ Better define the Army CIO's role in the investment management process.

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Army CCA Capability Self-Assessment Cont.

Demonstrated CCA Capability Strengths	Capability Improvement Areas
▪ **Cornerstone 2 Policies and Processes:** -Clear demonstration of how the Component perceives CCA as effectively integrating and integrated within mainstream processes. -Filling the goals and intent of CCA as grounded in existing Acquisition processes and documents.	▪ Describe established policies and processes that are used.

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Army CCA Capability Self-Assessment Cont.

Demonstrated CCA Capability Strengths	Capability Improvement Areas
▪ **Cornerstone 3 Human Capital:** -Component reports a number of initiatives in place to attract, retain and develop workforce skill and capability. -Positive outcome noted with respect to the OPM benchmark survey, which places Army ahead of the curve.	▪ Determine personnel resources to mission requirements.

Army CCA Capability Self-Assessment Cont.

Demonstrated CCA Capability Strengths	Capability Improvement Areas
▪ **Cornerstone 4 Knowledge and Information Management:** -Use of Lean Six-Sigma noted as an external tool used to increase value while decreasing cycle time. -Component notes its rigorous processes and procedures as particular strengths in implementing CCA.	▪ Staffing CCA packages not always seamless, need more internal status tracking. ▪ ACAT III programs under-emphasized in the CCA process.

Army – Self Assessment Best Practices

CIO Position in the Organization

- Serves as the Army CIO and G-6
- Reports to the Secretary of the Army
- Chairs Army CIO Executive Board
- Pre-Certification Authority for Investment Certifications & Annual Reviews
- Deputy CIO/G-6 is a member of the Army Portfolio Review Committee

Army CIO/G-6 500-Day Plan

- Captures the organization's Vision, Mission, and Strategic Goals
- Identifies actionable initiatives and their associated milestones and deliverables that are being undertaken in support of the Vision, Mission, and Strategic Goals

Army IT Portfolio Management

- Capabilities-Based IT Portfolio Governance Structure & Processes
- Decision makers have visibility of IT investments and the capabilities they provide
- Utilize Army Portfolio Management Solution as the portfolio management decision support tool

Army – Self Assessment Best Practices, Cont'd

Army Knowledge Online (AKO) to Defense Knowledge Online (DKO)

- Enterprise solution for DoD using AKO's HW/SW
- Subordinate layers for Component/Agency portals
- Supports future integration of Net-Centric Enterprise Services (NCES)
- Managed by a Joint Board of Directors

AKLeaders Program

- Designed to develop a cadre of CIO/KM leaders in accordance with the mandates of the CCA of 1996

CIO/G-6 Leadership Program

- Build leadership skills through broad-based training and work experience in IT Management and CIO/KM practices
- Engage employees in lifelong learning in a knowledge-centric organization

CIO Assessment Acquisition Information Management (AIM) Portal

- Repository of the Army's acquisition data

Next Steps

- Pilot Program Deferral
- Monitor and openly communicate about progress
- Explore other opportunities for deferral
- Meet monthly with Army CIO to monitor progress and continue benefits of dialogue
- Expand process to include other Components and Agency CIO's
- Implement Risk-based Oversight for USC Title 40 (formerly CCA) compliance

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